


Department of the Army
First Region (ROTC)
United States Army Cadet Command
Fort Bragg, NC 28310-5000

FRMOI 145-8
29 August 2001

Reserve Officers' Training Corps

ORGANIZATIONAL INSPECTION PROGRAM

FOR THE COMMANDER:



KERRY R. PARKER
COL, AD
Chief of Staff

PROPONENT: The proponent of this publication is the Inspector General, First Region (ROTC), US Army Cadet Command. Comments should be sent on DA Form 2028 to Headquarters, First Region (ROTC), US Army Cadet Command, ATTN: ATOA-IG, Fort Bragg, North Carolina 28310-5000.

SUPERSESSION: This MOI supersedes FRMOI 145-8, 26 Oct 00.

APPENDIX A. Sample Inspection Itinerary (page 15)

B. Sample Format for Submitting Inspection Trends/Systemic Issues (page 17)

DISTRIBUTION: A; D; S

Distribution codes used are explained in FRMOI 25-1.

This document is available on the INTERNET at:

www.rotc1.bragg.army.mil

1. Purpose. To prescribe command policy and procedural guidance for the conduct of the First Region (ROTC) Organizational Inspection Program (OIP).

2. Applicability. This directive is applicable to Headquarters, First Region (ROTC); all brigade headquarters; and senior ROTC battalions. In any situation where this memorandum directly conflicts with Department of the Army (DA) policies, the DA directives will govern.

3. References:

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- a. AR 1-201.
 - b. AR 20-1.
 - c. CC Reg 11-2.
 - d. CC Reg 145-8.
 - e. CC Reg 145-8-1.
 - f. CC Reg 145-8-2.
 - g. CC Reg 145-8-3.
 - h. CC Reg 145-8-4.
 - i. CC Reg 700-1.
 - j. FM 25-100.
 - k. FRMOI 145-74.
 - l. Memorandum, Headquarters, First Region (ROTC), ATOA-IG, 18 May 99, subject: Command Inspections of First Region (ROTC) Battalions.
 - m. Required and related references as they pertain to specific functional areas contained in inspection checklists.
4. General.
- a. The First Region (ROTC) OIP consists of Command Inspections, Staff Inspections and Assistance Visits, IG Inspections, Junior ROTC (JROTC) Formal Inspections, and the New Battalion Commander Assistance Program.
 - b. All inspections will be conducted per the inspection principles outlined in AR 1-201.
 - c. Commendable performances by individuals or creative/unique programs that enhance unit efficiency and/or effectiveness will be recognized and acknowledged in reports.

5. Command Inspections.

a. The Command Inspection (CI) is the centerpiece of the OIP. The First Region (ROTC) Command Inspection (RCI) will be conducted for Senior ROTC (SROTC) battalions. Brigade Commanders, at their discretion, may establish internal Brigade Command Inspection (BCI) programs to augment the RCIs. Region Inspections (RIs) of brigade headquarters will be staff inspections.

b. Inspections provide assistance to the inspected unit commander in determining the strengths and weakness of his organization as well as assisting him to correct identified problems in compliance with regulations and established policies and procedures. It also provides an official evaluation of the inspected unit and assesses the unit's condition and ability to perform assigned missions.

6. Staff Inspections and Assistance Visits. Staff Inspections will be directed by a commander (Region or Brigade) or by regulatory requirements (e.g., Command Supply Discipline Program (CSDP)) and will complement command and IG inspections. They may focus on a single function (e.g., accession packets, Leadership Development Program) or they may be unit inspections. To the maximum possible extent, annual and regulatory staff inspection requirements will be satisfied within the structure of the command inspection.

7. IG Inspections. IG Inspections are special inspections that are narrow in scope and address functional or systemic problems affecting the majority of the command. The First Region (ROTC) IG will conduct IG inspections of SROTC battalions as necessary or as directed by the Region Commander. The exact nature of the inspections will be determined individually and will be published IAW AR 20-1.

8. New Battalion Commander Assistance Program. This program is designed to assist new Professors of Military Science (PMS) within their first two semesters/four quarters of command. Each brigade will implement this program IAW CC Reg 145-8.

a. This program is designed so a new commander/PMS readily understands the unit's strengths and weaknesses. The chain of command will monitor priority items/events that occur early in a new battalion commander's tenure. Actual or potential problem areas will be identified through the brigade commander to the new battalion commander. The new PMS may request an assistance visit with the concurrence of the Brigade Commander.

b. Results of these assistance visits WILL NOT be used competitively nor as the sole basis for evaluation of past performance or progress since taking command.

9. Junior ROTC Formal Inspection Program. JROTC units and consolidated Director of Army Instruction (DAI) supply operations will receive either a Formal Inspection (FI) or a Unit Validation Visit IAW CC Reg 145-8-3 and FRMOI 145-74. JROTC units must also submit an annual Unit Report IAW CC Reg 145-8-3 and FRMOI 145-74. Brigade Commanders will appoint the Brigade JROTC Division or SROTC programs to conduct the inspections. The frequency of each type of inspection, per CC Reg 145-8, will be:

Formal Inspection – every 3 years

Unit Validation Visit – annually, during years when no FI is conducted

Unit Report – annually

In addition, the SROTC battalion commander or executive officer will visit JROTC units within their area of responsibility not less than once per school year.

10. Policies and Procedures. The Region Commander's philosophy is that no one intentionally does things wrong. The intent of these inspections and assistance visits is to provide training and assistance to enable the unit commanders' to understand and implement the Way Ahead. Additionally, they enable the Region Commander to assess compliance with regulatory standards and command policies and directives. Each inspection/assistance team's focus will be to identify issues/problems, provide maximum training and assistance and assess the inspected unit's understanding and implementation of the Way Ahead. The following is the Region Commander's concept of execution.

- a. Each Brigade headquarters will receive a Region Inspection (RI) every two years.
- b. Each SROTC battalion, Senior Military College (SMC), and Military Junior College (MJC) will receive a RCI every three years.
- c. All RCIs and RIs of subordinate units will be conducted on a geographical cluster basis. To the maximum extent possible, the inspection of each Brigade headquarters will be scheduled in conjunction with inspections of SROTC programs in geographical proximity to the respective Brigade headquarters.
- d. All RCIs of SROTC battalions, SMCs, and MJCs will consist of four separate/distinct parts, as stipulated below. These inspections will be conducted using Cadet Command inspection checklists in CC Reg 145-8-2.

(1) PMS Certification, or self-assessment, of functional areas is intended to help the on-site team focus the scope of the inspection. The PMS Certification may represent only a portion of a checklist or an entire checklist. The Chief, First Region (ROTC), Training Division, ICW the other Division Chiefs, will identify PMS Certification items well in advance of each school year. These PMS Certifications will be due at Headquarters, First Region (ROTC), ATTN: ATOA-TC, NLT four weeks prior to the scheduled week of the inspection. The First Region (ROTC) staff proponent will review the certification to determine if clarification is required or to determine if additional guidance or assistance for the school may be required to ensure compliance.

(2) Once the review of PMS Certification has been completed, each Division Chief will determine the necessity of sending an inspector to the respective schools. They will also prepare a briefing slide for presentation to the CoS indicating their evaluation of each school based on the PMS Certification and other available data (Camp results, MMB, etc.). Three weeks prior to the inspection the CoS will be briefed on unit status and recommendations regarding the makeup of the team. For those schools meeting mission goals, consideration will be given to excusing them from inspection for that inspection cycle.

(3) The RCI team will conduct an on-site inspection. The Region Commander will participate in the inspection by accomplishing a portion of the RCI during a school visit prior to the inspection or shortly thereafter to review the inspection results with the PMS and inspect the corrective action being taken.

(4) On completion of the inspection a formal memorandum summarizing the deficiencies will be provided the PMS. The PMS will have 60 days from receipt of the memorandum (or when provided by the Region Commander during the subsequent visit) to outline any corrective action taken. Once the Region staff has accepted the corrective action as being sufficient, a final memorandum of closure will be provided to the PMS.

e. RIs of the Brigade headquarters will mirror as closely as possible the process for the battalion RCIs. These RIs will be conducted using the checklists in CC Reg 145-8-4.

f. In addition to RCIs or BCIs, if conducted by the brigades, each SROTC battalion, MJC, and SMC will receive either a staff inspection or assistance visit, an IG inspection, or a commander's visit during each school year.

g. The JROTC Formal Inspection program will be conducted IAW CC Reg 145-8, and FRMOI 145-74.

11. Responsibilities.

a. Region Commander. Participate in the inspection by accomplishing a portion of the RCI during a school visit prior to the inspection or shortly thereafter to review the inspection results with the PMS and inspect the corrective action being taken.

b. Region Chief of Staff.

(1) Oversee the implementation of the Command Inspection program. Also, oversee the implementation of the Region Inspection (RI) program for brigade headquarters.

(2) Supervise staff preparations for RCIs and RIs through receipt of the pre-inspection staff briefings and other actions.

c. Brigade Commanders.

(1) Develop and execute a Brigade OIP. (NOTE: If battalion “courtesy” or RCI “preparatory” inspections are conducted, reciprocal inspections are discouraged.) Provide the Chief, First Region (ROTC) Training Division a copy of the Brigade MOI and OIP schedule of events for the following school year NLT 1 November each year with a CF to the First Region (ROTC) IG. Updated brigade OIP schedules must be forwarded to the Chief, First Region (ROTC) Training Division with CF to the First Region (ROTC) IG as the known changes are made.

(2) Provide the First Region (ROTC) IG inspection trends/systemic issues reports as stipulated in paragraph 16 of this MOI.

(3) Implement a New Battalion Commander Assistance Program as a part of the brigade OIP to meet the requirements stated in paragraph 8. The RCI program may be used for this program whenever an RCI is scheduled within the first two semesters/four quarters of a new commander’s arrival.

(4) Designate a brigade POC to coordinate all matters pertaining to RCIs, RIs, and other inspection issues.

(a) Coordinate RCI and RI issues with Chief, First Region (ROTC) Training Division.

(b) Coordinate all other inspection issues with First Region (ROTC) IG.

(5) Provide the Chief, First Region (ROTC) Training Division with an inspection itinerary (brigade POC) similar to that required for RCIs NLT two weeks prior to the scheduled week of the RI. A sample RCI itinerary is at Appendix A.

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(6) Review and submit changes/suggested improvements to applicable checklists to the Cadet Command staff proponent for CC Reg 145-8 on DA Form 2028 through the First Region Division Chief responsible for that checklist.

d. Inspector General.

(1) Serve as the region proponent for broad inspection policy. Establish the First Region (ROTC) OIP.

(2) Analyze data from command and staff inspections to identify systemic issues and/or trends. Submit systemic issues/trends reports to Headquarters, Cadet Command in accordance with CC Reg 145-8.

(3) Conduct special IG inspections per AR 20-1.

(4) Recommend proponentcy/responsibility for corrective actions to fix identified systemic trends/issues.

(5) Conduct directed or requested IG assistance visits to schools during the school year.

e. Chief, First Region (ROTC) Training Division.

(1) Serve as the region proponent for the planning, coordination, and execution of the RCI and RI program.

(2) Collect and analyze data from RCIs and RIs to identify systemic issues and/or trends. Submit systemic issues/trends reports to First Region (ROTC) IG as stipulated in paragraph 16 of this MOI.

(3) Coordinate the RCI/RI schedule with the Region Commander, the Chief of Staff, Division Chiefs, and brigade POCs. Coordination should normally be initiated NLT 15 November each year for the next year's schedule. Publication of the next year's RCI/RI schedule should normally be accomplished NLT 15 May of each year.

(4) Prepare a long-term projected RCI schedule giving consideration to required staff inspections, the brigades' OIPs, other inspection/assistance visit requirements, and geographical clustering of units for cost-effective travel.

(5) Coordinate necessary administrative (except travel orders) and travel arrangements for the RCI and RI teams.

(6) Maintain files of all RCI and RI summary reports. Also, maintain all files pertaining to the complete Region CIP. Forward completed copy of RCI or RI Report, to include RBI from inspected unit, to First Region (ROTC) IG for review. The IG will return the copy to Training Division after review.

(7) Recommend proponency/responsibility for corrective actions to fix identified systemic trends/issues identified during the RCIs and RIs.

(8) Incorporate any ESTP inspections for the upcoming school year into the RCI schedule.

(9) Ensure the RCI training inspector is aware that he will address any issues concerning the Military History Education and Safety checklists.

f. Headquarters, First Region (ROTC) Division Chiefs.

(1) Furnish representatives for inspection teams. Representatives will be familiar with checklists and understand any significant items of concern. Inspector requirements for the RCIs/RIs are identified below.

(a) Marketing Operations Public Affairs Division; Personnel and Administration Division; and Training Division (includes training and logistics representatives) will provide inspectors for RCIs.

(b) Personnel from the following staff sections may augment the above listed personnel as members of an RI team: National Guard Advisor, USAR Advisor, Chief Nurse, Information Management Division, and JROTC Division.

(2) Serve as RCI/RI team chiefs on a rotating basis.

(3) Ensure inspection team members have all required materials, including inspection checklists.

(4) Provide the Chief, First Region (ROTC) Training Division with a copy of the RCI/RI team member's DD Form 1610 NLT one week prior to the inspection trip.

(5) Review the Inspection Summary Sheet of each unit inspection and conduct follow-up action as appropriate. Collect and analyze data from RCIs and RIs to identify systemic issues and/or trends. Submit systemic issues/trends reports to First Region (ROTC) IG as stipulated in paragraph 16 of this MOI.

(6) Review and submit changes/suggested improvements to applicable checklists to the Cadet Command staff proponent for CC Reg 145-8 on DA Form 2028. Where there are crossover effects from one functional area to another, division chiefs are responsible to coordinate proposed changes to checklists with their fellow Region division chiefs and Cadet Command counterparts.

(7) Chief, MOPA Division, will ensure the mission and blitz reports for each unit/school are printed the Thursday of the week prior to the inspection trip. The division team member will carry these reports.

(8) Chief, MOPA Division, will ensure the RCI/RI team member is aware that he/she will address any issues (coordinated with staff proponent) during the inspection trip concerning the following checklist: Chief Nurse and Reserve Components. If any or all of those staff proponents do not participate in a RI, this requirement pertains to those inspections as well.

(9) Chief, P&A Division, will obtain a request for personnel security investigation status report for each school NLT Thursday of the week prior to the inspection trip. The P&A Division inspector will also coordinate with the Information Management Division and be prepared to address any issues concerning the IMD checklist.

(10) Chief, P&A Division, will ensure the RCI inspector coordinates with JROTC Division and is prepared to address any issues concerning the Junior ROTC checklist.

(11) All division chiefs are responsible to conduct staff inspections of subordinate units per regulatory requirements and policy or as directed by the Region Commander or Chief of Staff.

(12) Provide brigade commanders assistance in the conduct of the New Battalion Commander Assistance Program.

(13) Augment/Assist the IG in IG inspections upon request/direction by the Region Commander.

(14) As applicable, provide the Chief, MOPA Division, the following information about each inspected battalion NLT than 5 workdays prior to the scheduled inspection trip:

(a) Chief Nurse – Fact sheet or other appropriate document on nursing program.

(b) ARNG and USAR Advisors – Current personnel status information.

g. Inspection Team Members

(1) Properly prepare for assigned/responsible inspection area(s). Be knowledgeable in respective subject areas to properly assess functional proficiency. Possess all necessary checklists, publications, documents, and other materials necessary to conduct proper inspections. Brief the CoS on unit status prior to inspection.

(2) Document on the Summary Report sheet all GOs, NO GOs, and Remarks identified during the conduct of the inspection.

(3) Prior to the scheduled outbrief for the commander of the inspected unit, conduct a verbal inspection results exit briefing with appropriate individuals of the inspected unit and verbally brief inspection results to the RCI team chief prior to the official outbrief.

(4) Instruct and assist inspected unit personnel in correcting deficient areas. Provide samples of helpful tools, documents, tips, etc., gained from inspections at other units.

(5) Identify in the inspection report quality and/or high performance by unit personnel.

(6) Make at least two copies of each completed checklist for each respective unit's outbrief. One copy will be left with the inspected unit, and one copy will be retained for First Region (ROTC) Training Division inspection files in the Training Division office.

h. Battalion Commanders.

(1) Notify appropriate institution officials upon receipt of the inspection schedule.

(2) Develop and dispatch to Chief, First Region (ROTC) Training Division, NLT four weeks prior to the scheduled week of the inspection by e-mail attachment or FAX (as indicated):

(a) The itinerary for the inspection. A sample is at Appendix A (by e-mail).

(b) Completed PMS Certifications of all functional area checklists (by FAX).

(c) Any issues or questions that require the attention of the RCI team either before or during the inspection (by e-mail).

(d) Strip map from point of arrival to place of lodging and the battalion. Coordinate this with the Chief, First Region (ROTC) Training Division during the development of the RCI itinerary (by FAX).

(3) Provide administrative support to include office space, reproduction services, and requested local transportation to the RCI team as requested/required.

(4) Reply to all "NO GOs" identified during the inspection. Details will be contained in a First Region (ROTC) memorandum with a 60-day suspense. Replies will be sent through command channels to the First Region (ROTC) Commander, ATTN: ATOA-TC.

(5) Maintain a copy of the formal inspection report and all completed checklists until the next inspection.

12. Region Command Inspection Schedule. The Chief, First Region (ROTC) Training Division will coordinate through the respective brigade headquarters points of contact (POCs) proposed RCI/RI inspection schedules. The proposed RCI/RI inspection schedule (units and dates) for the upcoming school year will be sent to the brigades NLT 15 November of each year. For example, proposed RCI schedule for school year 02-03 will be published by 15 Nov 01. The final inspection schedule will be normally be published NLT 15 May of each year.

13. Conduct of the RCI/RI.

a. RCI/RI Time Frame. The RCI/RI will not exceed a one-day period. Inspections will be conducted during the unit's normal duty hours. Normal duties of the unit will continue with the least possible disruption. The ROTC scheduled classes and/or training will not be canceled or altered simply on the basis of the scheduled RCI.

b. Uniform. Military RCI/RI team members will wear the Class B uniform, and civilian team members will wear appropriate civilian attire. As an exception, if the battalion commander (for RCIs) schedules a visit with university officials (NOT REQUIRED), the team chief will wear a Class A uniform. School official visits will be identified on the inspection itinerary. School cadre will wear the military uniform established by the battalion commander. Civilian staff members will wear appropriate duty clothing.

c. Briefings:

(1) The RCI/RI team chief will conduct an informal entrance briefing to state the purpose of the visit, to introduce team members and link up with unit counterparts, and to allow for opening remarks by the unit commander. An entrance briefing by the PMS or brigade POC (for RIs), other than normal greetings and introductions, is not required.

(2) Exit briefings will be conducted with each inspected unit to provide immediate feedback to the unit commander of the overall results of the inspection. The unit commander will receive a copy of the completed inspection checklists and a summary report sheet at that time.

d. RCI/RI Team Members. The RCI team will consist of:

(1) *The Region Commander.

(2) A Headquarters, First Region (ROTC) - assigned LTC (the Team Chief).

(3) Two representatives from Training Division. One representative will inspect training items, military history education, and safety. The other is the logistics representative.

(4) A representative from Marketing Operations Public Affairs Division (MOPA).

(5) A representative from Personnel & Administration Division.

(6) A cadet records inspector from Headquarters, Cadet Command P&A or a school/university Military Personnel Technician.

(7) RI visits to the brigade headquarters may also include the Chief of Staff, the National Guard Advisor, the USAR Advisor, the Chief Nurse, a JROTC Division representative, and representative from Information Management Division.

*Region Commander will participate in the RCI by conducting a portion of the RCI during a unit visit earlier in the school year or shortly after the conduct of the RCI.

e. Evaluation Criteria/Remarks.

(1) General. An inspector's effectiveness is not based solely on the number of remarks written. The same area of interest may be lucrative for remarks at one unit and sparse in another. Quality, not quantity, is the key.

(2) Criteria. A valid remark must be substantive and based on facts, observations, or judgments that are representative or typical for the unit undergoing inspection.

(3) Quality. Remarks are the essence of the inspection summary report sheet, are the culmination of the inspection, and are the primary mark of inspector effectiveness. Facts and/or data must substantiate remarks.

(4) Categories of evaluation criteria/remarks.

(a) Commendable observations. These remarks reflect highly favorable or outstanding observations.

(b) GOs. These remarks indicate that the inspected unit has fully or extensively complied with the dictates of the inspection checklists.

(c) NO GOs. These remarks indicate there are sufficient deficiencies to warrant a statement of corrective action by the unit to Headquarters, First Region (ROTC). These remarks are derived from checklist requirements/questions and must reflect noncompliance with policy, regulations, or directives. These remarks reflect functional requirements that may have a detrimental effect on the unit and merit the attention of the unit commander.

(d) Comments. These remarks reflect areas that have a sufficient level of deficiencies to warrant the unit commander's attention. However, such deficiencies will not necessarily be detrimental to the unit's overall performance.

14. Inspection Reports.

a. RCI Reports will be forwarded with a cover letter from the First Region (ROTC) Chief of Staff through the respective brigade headquarters to the inspected battalion. Reports will address the overall inspection results and require a response of corrective action to "NO GOs" to be sent back through the chain of command to the First Region (ROTC) Commander, ATTN: ATOA-TC within 60 days after the date of the cover letter.

b. RI Reports will be forwarded with a cover letter from the First Region (ROTC) Chief of Staff to the brigade headquarters for action. These reports will be similar to the RCI report. Reports of corrective action by the brigade headquarters will also be sent to the First Region (ROTC) Commander, ATTN: ATOA-TC within 60 days after the date of the cover letter.

15. Reinspections.

a. The Chief, First Region (ROTC) Training Division will assess each inspected unit's performance and recommend reinspection requirements. The Chief of Staff will direct battalion reinspections. Any battalion reinspections will be conducted in the following year. The Region Commander will be the directing authority for any reinspection of a brigade headquarters.

b. Brigade Commanders retain the authority to request a unit reinspection for either the brigade headquarters or for any subordinate unit.

16. Systemic Trends/Issues.

a. Twice annually, brigades will forward to the First Region (ROTC) IG a list of systemic trends/issues that are documented/observed during any internal brigade inspections or assistance visits using the format at Appendix B. These systemic trends/issues will be submitted to the First Region (ROTC) IG NLT 15 December (for fall semester inspections/assistance visits) and 15 May (for spring semester inspections/assistance visits). Systemic trends/issues are defined as observations and/or deficiencies common in at least 20% of the inspections/assistance visits.

b. Twice annually, First Region (ROTC) Division Chiefs will forward to the First Region (ROTC) IG a list of systemic trends/issues that are documented/observed during the conduct of RCIs and RIs in the previous 6 months using the format at Appendix B. These systemic trends/issues will be submitted to the First Region (ROTC) IG NLT 15 December (for fall semester RCIs and RIs) and 15 May (for spring semester RCIs and RIs). Systemic trends/issues are defined as observations and/or deficiencies common in at least 20% of the inspections/assistance visits.

c. The First Region (ROTC) IG will consolidate systemic trends/issues and forward a consolidated report to the Cadet Command IG NLT 15 January and 15 June, respectively. Copies will be furnished to the Region Commander and Chief of Staff.

17. Integrity of Inspections.

a. The First Region (ROTC) OIP is a coordinated inspection effort combining command, staff, and IG inspections to preclude unnecessary and/or duplicate inspections. All command levels will strive to conduct the minimal number of inspections necessary to provide evaluative and corrective functions, while maximizing the units' training time. Inspections are integral to the commander's organizational assessment program and will be incorporated into the training planning process described in FM 25-100 to the maximum possible extent.

b. All inspecting headquarters and staff sections will periodically review scheduled inspections with goals toward combining or canceling inspections and freely sharing inspection results among all staff sections having a legitimate interest in the inspected functional area.

SAMPLE INSPECTION ITINERARY

INSPECTION ITINERARY FOR TANGLEWOOD UNIVERSITY

TIME	EVENT
0745	Pick up inspection team at hotel (Optional)
0755	Team arrives at battalion
0800-0815	Welcome and introductory remarks
0815	Inspection begins
1000-1030	Team Chief meets with school officials (Optional)
1200-1300	Lunch (Flexible - Team members take lunch when appropriate)
1300	Inspection continues
1530-1600	Outbrief (Tentative)
1600	Team departs

NOTE: Training Officer will conduct class from 0900-1000 and won't be available during that time. Training NCO will be available.

I. M. COMMANDER
RANK, BRANCH
Commanding (or Professor of Military Science)

NOTE 1: Although this sample itinerary is designed for a battalion visit, a similar itinerary may be prepared for a brigade visit.

NOTE 2: All comments in parentheses are descriptive comments. These are not intended for inclusion on the itinerary submitted by the inspected unit.

NOTE 3: The NOTE about the training officer at the end of the itinerary is important to the inspection team. Such comments/notes should be included on the itinerary.

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NOTE 4: If unit has assisted the inspection team with lodging arrangements, hotel information can be provided as addendum to the itinerary.

Note 5: Team members will prepare respective portions of the Summary Report and make necessary copies of checklists as they complete their inspection areas of responsibility.

The itinerary may include highlights such as:

Note 6: Battalion may schedule meetings with school officials, if desired, but this IS NOT REQUIRED. Please coordinate well in advance with the Chief, First Region (ROTC) Training Division, if such a meeting is desired.

FORMAT FOR SUBMITTING INSPECTION TRENDS/SYSTEMIC ISSUES

(OFFICE SYMBOL) (1-201)

Date

MEMORANDUM FOR Commander, First Region (ROTC), U.S. Army Cadet Command, ATTN:
ATOA-IG, Fort Bragg, NC 28310-5000

SUBJECT: Organizational Inspection Program (OIP) Systemic Issues and Trend Report

1. References.

- a. AR 1-201
- b. CC Reg. 145-8
- c. FRMOI 145-8

2. General. Describe in general terms how many inspections were conducted during the report time frame. For example: Region level inspections were conducted at 19 SROTC battalions in four of the five brigades in First Region (ROTC) between 1 Jan 01 and 31 May 01; 2 Brigade headquarters were also inspected. Issues and trends noted during those inspections that need resolution or attention at Region or Cadet Command level are discussed in paragraph three below.

3. Discussion.

a. Issues. List any systemic issues you have noted during the report time frame along with a discussion of the root cause of the problem and a recommended solution. An issue would be an item such as you have noticed an increase of the number pay complaints and have determined that cadre members were improperly completing the paperwork so you recommend training of cadre members on how to complete the paperwork.

(1) Issue 1.

(a) Issue.

(b) Discussion.

(c) Recommendation.

(2) Issue 2.

(a) Issue.

(b) Discussion.

(c) Recommendation.

b. Trends. List any trends noted during the report time frame. A trend would be an item such as you have noticed an increase of the number of Cadets who fail the APFT across the spectrum of the inspected schools, but you cannot discern a root cause nor recommend a solution.

(1) Trend 1.

(2) Trend 2.

4. POC this headquarters is the undersigned, DSN XXX-XXXX.

NAME
Rank, Branch
Commander/Division Chief